ARLINGTON PUBLIC SCHOOLS
SCHOOL FOOD SERVICES

'86

MEMORANDUM:

To: Mr. Tom Weber, Assistant Superintendent
Operations and Facilities

From: WMC Mr. W. B. McCreery, Supervisor
School Food Services

Subject: Past, Present and Future of Food Services.

Past History 1926 through 1930's

Arlington County Schools was an innovator in school lunches. A lunch program was initiated in 1926, at the Cherrydale Elementary School, by parents and supporters of the school.

In October 1926 the Welfare Committee of the PTA recommended establishing a lunch room in the girl's basement where gas was available. A three-burner gas stove was donated by Mrs. L. A. Little and three barrels of dishes were given by the Willard Hotel. The PTA decided it couldn't afford a hot-water heater or tubs for dish-washing, so one wonders how satisfactory, or sanitary, the lunch room experiment was. In 1932 - 33, free milk and $ .25 cent lunches were being served on a daily basis. Lunch components were both hot and cold entrees with vegetables, salads, freshly baked desserts and chilled milk.

In 1945 Congress passed the National Child Nutrition Act. This bill was introduced because during World War II, so many of the young recruits had to be turned away because they were suffering from malnutrition.

The U. S. government was of the opinion that in order to eliminate this problem in the future, a minimum nutrition standard had to be established. A recommended daily allowance was established, and the Child Nutrition Act was to fulfill one third of this RDA via a school lunch program.

1940 through 1950's

Construction on new schools throughout the county included a kitchen and cafeteria in them. These kitchens were designed to be self contained, to do all preparation on site, to include cooking, baking, salad, dishroom, serving lines and cafeteria with seating.

A central school food services was established, was housed in the board of education building, located on the land where the current building is located. A warehouse with dry, refrigerator and freezer storage space was located on the ground floor of this building.

The school lunch program was implimented in all of the schools during this thirty year time span. The meal pattern followed the Type A lunch requirements, set up by the USDA to consist of the following, two ounces cooked protein, three quarters cup of fruit or vegetables, or combination of both, half pint milk, one slice of bread or equivalent and a teaspoon of butter. Lunches were served on china, utensils were stainless steel.

Kitchen staffs varied in the schools depending on the enrollment and size of school.

SCHOOL	STAFF	LABOR HRS/DAILY
Elementary	4 - 6	30 - 36
Intermediate	8 - 10	41 - 47
High	14 - 18	77 - 89

Early and Mid 1960's

There was very little change in the lunch program during this time. More schools were built, kitchens and staff were added and the lunch program went into the red in school year 1964 - 65. Coincidently, this is one of the years enrollment peaked in the school system.

Early 1970's

It was concluded that School Food Services could no longer be self supporting, even with central administration and food service personnel payroll being absorbed by the General Fund. These two costs had always been

paid for out of the General Fund.

The primary reason for food service going in the red was labor and benefits. There were 300 people on Food Services Payroll, all were getting benefits too.

Secondary reason was small schools were not generating enough sales to support the program in their school.

The subsidy reached a high of over a half of a million dollars in the school year 1971 - 72.

"A Message from the School Board"

Because of the costs in School Food Services going up at a rate faster than income could be generated, a message was sent to reduce costs, to the point where no money was to come from the General Fund. Pay for your own food, labor, benefits, equipment, warehouse and central administration personnel, and other costs.

Changing Food Services Program Early 1970's

With a self supporting program in mind, drastic changes had to be made, and were.

1. Reduce staff
2. Reduce benefits
3. Reduce food costs
4. Reduced paper costs
5. Reduced equipment costs

1. Increase income
2. Increase productivity
3. Find employment for displaced employees.

The entire Food Service program had to be re-vamped. The following changes were made.

1. Put elementary schools on a pre packaged lunch program.
   A. One central kitchen was built - T.J. - pre packaged - hot and cold portions.
   B. One existing kitchen was re-built to become a central kitchen - Yorktown - prepackage - hot and cold portion.
2. Make Secondary and High Schools bulk food entree receiving schools.
   A. One existing kitchen was re-built to become a central kitchen - W & L - bulk food - hot entree only.
   W & L was later closed for re-modeling, the operation moved to Yorktown High School - bulk food - individual sandwiches - hot entree and cold sandwiches.

3. Started joint bidding with area school food services.
4. Started Government Commodity processing.

Because of these changes,in school year 1976 - 77 School Food Services eliminated the subsidy from the General Fund and started making a profit.

1977 - 1985, Continuing Changes - Secondary Schools

With the small profits made, it was time to reinvest the money into a food service program, current with the times and trends.

I decided to change the bulk food program to a fast food program. The money was spent on re-designing kitchens, to include grills, fryers, walk in refrigerator and freezers, milk shake machines, pizza ovens, refrigerator display cases, salad bars and new serving lines.

The fast food menu was to be just that, fast food, to consist of grilled, fried and baked, fast food hot items. The cold food entree selection was increased to include cold plates, chef salads, cold sandwiches, fresh fruits, lunch salads large and small, juices and milks.

This program in the secondary schools was very much critized by the area School Food Service supervisors. They said it was too progressive and got away from the original theme of school lunch. Supervisors throughout the U.S. were critical also, after reading about Arlington School Food Services in trade journals.

Little by little the area supervisors came to see our program, observed, then took it home and implemented it into their system. Representatives from throughout the U. S. and the middle and far east have come to see our program.

Elementary Program - Continuing Changes

In school year 1983 - 84 a pilot program was started at Abingdon Elementary School, to see if we could introduce the fast food program , have it well accepted and increase participation and revenue.

The success at Abingdon was so good, powers to be encouraged expansion of this program into other elementary schools. Money was appropriated for renovations of the kitchens and purchase of new equipment.

To date Taylor Elementary and Randolph Elementary have been added to this program, with great results.

Program Future, Secondary, and High Schools

Do not plan to change the program or concept. All of these schools will stay on the on site, fast food, preparation program.

Program Future, Elementary Schools

Plan to keep the existing programs as is, as of now. Combination of on site preparation at Abingdon, Taylor, and Randolph, and pre - package in the remainder of the elementary schools.

Elementary, On Site Preparation Expansion

The only elementary schools that qualify to be considered for this program, are Glencarlyn, Key, Long Branch and Oakridge.

There are pros and cons to doing this, which I will address in another paper.

Elementary, Pre-Packaged Program

Because of the enrollment in some of our elementary schools it will be impossible to have an on site preparation kitchen in these schools. The schools would not have the participation needed to support the overhead.

Elementary Programs 1985 - 86

# OF SCHOOLS	PROGRAM
3	On Site
4	Consider for On Site or keep on Pre-Packaged
12	Stay on Pre-Packaged

Planned Future Kitchen Renovations - Summer 1986 - 87 - Intermediate Schools

1. Kenmore - Exhaust hood, hot wells,refrigerator display cases, ala carte tables, cashier stands, wrapping station and work tables.

2. Williamsburg - same as above.
3. H. B. Woodlawn - same as above.

Fifty percent of the above mentioned equipment is purchased and in storage at the designated school for renovation or in the warehouse. An estimated $95,000.00 will be necessary to purchase the remainder of the equipment for the three secondary schools.

When the three, above mentioned schools are equipped with new kitchen equipment, this will finish all of the secondary and high schools kitchen renovations.

Decor, On Site Preparation Kitchens; 11 Schools

Because of limited money available in the School Food Services account, at time of renovation in these schools, it was necessary to channel the bulk of these funds to equipment, with little to none going into decor.

The kitchens are dull, cheerless, and give the appearance of a sterile institution. This enviroment reflects onto the food and personnel.

Decor, Pre - Packaged Lunch Program Kitchens; 15 Schools

Again, when we gutted the old kitchens, no attention was paid to decor, only to bare bone decor, which is what we have in these schools.

Decor, To Do - Intermediate and High Schools

The time has come to invest time and money into improving the appearance of the kitchens, cafeterias and personnel.

With all of the High Schools, Intermediate schools either equipped or about to be, we will re-evaluate the kitchen, with decor only, in mind.

The equipment package and placement of it is basically the same in all on site, fast food kitchens, so in looking at one we are basically looking at all of them.

The money to be spent on improving the appearance of these kitchens will be for cosmetic change, not structual.

Areas and materials to be looked at, evaluated, and improved, with color

schemes the priority:

1. Paneling
2. Wallpaper
3. Lighting
4. Artificial Plants
5. Menu Boards

Eating areas need to be re-evaluated also. This area, again, is very drab, which in turn reflects on the food services and school. An area this size could and should be broken up some, to give the feeling of a commons.

Breaking this area up could be done with portable planters, then introduce paneling, wallpaper, lighting and plants.

Elementary, Pre-Packaged Lunch Program

The serving line in these schools is a bare bone operation also. As I said earlier, no attention was paid to presentation or decor with this program.

The kitchen serving lines and decor can and should be changed. The program itself is very limited and offers only one lunch entree for students, chef salad and cold plate for teachers and school staff.

Expand Pre Packaged Lunch Program in Elementary Schools

The basic serving line equipment in these schools consists of:

A. Hot food dolly - baskets of hot entrees
B. Cold food dolly - baskets of cold salad
C. Milk cooler - milk
D. Cashier stand
E. Tray table
   See Drawing A

Propose to change it to

A. Cold food display case - salads, large and small, cold plates, chef salads, fruit drinks, fresh fruit, yogurt, milk.
B. Hot food lowerator - baskets of hot entrees
C. Cashier stand
D. Tray table
   See drawing B

Going to this serving line set up, will do two things:

A. Make available via display case, room to add many more items, both for

lunch and ala carte.

B. Hot food lowerator, cashier stand, tray table and ala carte table will add to merchandising of foods, dress up the serving line and add to decor.

Recommendations

1. Work up kitchen layout with new serving line in place.
2. Contact manufacturers and get cut sheets on the equipment needed.
3. Work up prices on equipment, each piece.
4. Purchase equipment.
5. Do a pilot program in one elementary school this school year.

When doing the pilot program, introduce into the kitchen, wallpaper, paneling, lighting and plants.

In the 1930's, 1940's, 1950's, 1960's, and early 1970, the Arlington County School Food Service had <u>one</u> responsibility, that was a lunch program <u>only</u>.

Since 1973 Arlington County School Food Service has become Arlington County School Food <u>Services</u>. We now administer <u>fourteen</u> programs!

The programs administered by the staff of the School Food Services program include the following:

1. Lunch Program, Secondary Schools.
2. Lunch Program, Elementary Schools.
3. Breakfast Program, Elementary Schools.
4. Lunch Program, Senior Citizens Sites.
5. Lunch Program, Geriatrics Center, Madison.
6. Lunch Program, Child Development Center, Reed School.
7. Milk Program, Extended Day.
8. Milk Program, Kindergarten.
9. Summer Camp Program, Drew Elementary School.

10. Ala Carte Program, Summer School.
11. Government Commodity Program, Surplus Government Commodity, Give away to needy persons county wide.
12. Food Receiving and distribution Center for Arlington County Agencies.
13. Warehouse Program.
14. Special Parties and catering.

Thought You Would Like to Know

Arlington School Food Services is serving more meals per day in 1985 - 1986 with an erollment of 14,500, than were served in 1963 - 64 with an erollment of over 25,000 students.

Participation is at its highest level in twenty three (23) years. Elementary is at 70% of average daily attendance. Secondary is at 56% and High Schools at 41%.